

A Profile of Excellence in Public Service 2001

MISSISSIPPI

CERTIFIED PUBLIC MANAGER
PROGRAM

STATE PERSONNEL BOARD

MISSISSIPPI STATE PERSONNEL BOARD

301 N. Lamar Street, Jackson, MS 39201

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2001

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FOREWORD

I am pleased to have the opportunity to share with you this publication, ***A Profile of Excellence in Public Service 2001***, which has been prepared in an effort to showcase public service employees and their exemplary work products to the leadership of Mississippi.

The employees and their projects highlighted in this compilation are participants in the Mississippi Certified Public Manager Program (MS CPM) offered by the State Personnel Board, Office of Training. The MS CPM Program is a training program built on the philosophy that the study of management can impact skills, attitudes and behaviors that characterize successful public management. MS CPM recognizes the unique quality of public sector management and translates state of the art theory (the academic portion) into practical training (the applied portion) for public managers. As illustrated by these employees in this Profile, managers in public service are striving to enhance the overall quality and image of public service operations with competence, professionalism and tremendous pride while doing so.

Inherent in the objectives of the MS CPM Program is that the participants develop and implement projects that directly involve the agency, division or department for which they work. As a result of using management theories, techniques, concepts and skills in their work related projects, processes, systems, programs and services are improved in their agencies. As demonstrated in this publication, the employees recognized for outstanding achievement in the completion of their MS CPM projects, identified as Model Projects in the 2001 MS CPM Program, represent the present and future of public service in Mississippi. I commend the agencies' Executive Directors for their leadership and support in preparing these employees for the future of our government. Together we will strive to ensure the citizens of Mississippi receive the highest quality of services they so rightfully deserve.

Sincerely,

J. K. Stringer, Jr.
Executive Director
Mississippi State Personnel Board

INTRODUCTION

The MS Certified Public Manager Program

The Certified Public Manager (CPM) program is a nationally recognized leadership development program for public managers and supervisors. There are over 26 states and the federal government participating in the National CPM Consortium, which accredits and establishes the requirements for the Certified Public Manager designation. The Mississippi CPM program began in 1989 and is administered and delivered by the MS State Personnel Board's Office of Training. The MS CPM program incorporates systematic training to maintain and improve public service performance to achieve optimum levels of effectiveness, efficiency and service. Over 1,500 managers from state, county, and local governments have participated in the Mississippi CPM program, representing over 67 public agencies. Many agencies have chosen CPM as their primary method of training current leaders and developing future leaders for Mississippi with critical competencies for public service success.

MS CPM Program Requirements and Curriculum

Mississippi's CPM curriculum consists of six "Managing Government in MS" one week levels. This core training is augmented by two readings, three job-related projects, elective courses based on development of key management/leadership skills, an Executive Seminar and examinations on core courses.

The MS CPM curriculum covers the full spectrum of management and leadership skill building, beginning with individual performance and expanding to broader organizational and public policy issues.

The training style uses practical, hands-on learning activities to successfully join "theory" with "practical application" benefitting the CPM participants, their sponsoring agencies and their customers.

Building Managerial Competencies

Developing core competencies is foundational to managerial excellence in government. Competencies developed by the MS CPM program include:

- ▶ Self-management and personal development;
- ▶ Leading individuals and groups;
- ▶ Understanding organizational systems and cultures;
- ▶ Knowledge of state government infrastructure and trends.

Additional Benefits

- ▶ *Improve* services through process improvement projects,
- ▶ *Build* a pool of internally developed leaders,
- ▶ *Retain* employees with leadership potential,
- ▶ *Implement* new approaches to agency challenges and opportunities, and
- ▶ *Sharpen* skills through networking and continuing education through the MS CPM program and

the MS CPM Society.

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Mississippi Department of Corrections
Robert L. Johnson, Commissioner

History of the Mississippi Department of Corrections:
The Mississippi Department of Corrections (MDOC) was established by the Mississippi Legislature in 1976 (Section 47-5-1 of the Mississippi Code). The state has operated a correctional system for more than 160 years, with the first prison opening in Jackson on April 15, 1840, on what is currently the site of the New Capitol building. MDOC protects public safety by providing care, custody, control and treatment to adults convicted of felonies. There are currently more than 18,500 men and women in the custody population of MDOC. These men and women are housed in state prison beds, county jails, regional facilities or private prisons, community work centers or restriction centers. In addition, there are more than 17,300 men and women who are under the jurisdiction of MDOC that are serving their sentences in the community. These men and women live in their personal homes or in the home of a family member and serve their sentence on probation, parole, earned release supervision or the intensive supervision program.

South Mississippi Correctional Institution
David Turner, Superintendent

History of South Mississippi Correctional Institution:
The South Mississippi Correctional Institution (SMCI) was established in 1989, and is located on 337 acres in Leakesville located in Greene County. There are nine different housing units at SMCI with a capacity of 2,214 beds. SMCI houses male offenders who are classified to A and B custody levels (minimum security). SMCI inmates farm approximately 25 acres and harvest nearly 400,000 pounds of vegetables that are used to subsidize food costs associated with feeding inmates. In addition, SMCI provides many man-hours of free labor to adjacent towns and counties as well as assisting other state agencies.

Mission Statement:
The mission of the Mississippi Department of Corrections is to provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional standards.

Project CATCH

Authors: Michelle Eubanks and Michael Sumner

Project Synopsis:

While the Mississippi Department of Corrections has the primary duties of security, custody and control of offenders, there are also beneficial programs that are rehabilitative and of benefit to the offender, the institution and to society that the department can provide at minimal cost. These programs include those that teach life skills to offenders for use while incarcerated as well as after release. This project details the development and implementation of a strictly voluntary therapeutic program called CATCH - Choosing Activities that Create Healthiness. Workshops, programs and activities were developed to create a calendar of one full year of programming and included therapy sessions as well as workshops on stress management, relationship building, drug and alcohol abuse, self-esteem, life skills, anger management and various activities for recreation and social skill enhancement. Each workshop has been documented and placed in a manual, easy to replicate and has received positive feedback from the participants, the media and a State Legislator who followed the program from inception to completion.

Author's Perspective:

"The CPM program is a great asset to all types of management. I have had the opportunity to be enrolled in this program and have completed Levels I - III. All levels have a great deal of information that can be helpful in management. Someone once said the two hardest things in life are failure and success. The CPM program teaches you about failure so that you may have success in your organization."

~ Michael Sumner, Warden

South Mississippi Correctional Institution

Author's Perspective:

"The CPM Program has helped me develop and strengthen managerial skills that will ensure that my office runs as smoothly as possible. I also learned to recognize that an effective manager knows how to deal with all types of personalities, and that sometimes requires creative, versatile management skills! Feedback from the inmate participants in Project CATCH indicated that their lives have been changed in many areas in positive ways. The skills gained in Project CATCH have increased their ability to cope in the stress of day-to-day living, as well as preparing them to return to society as productive citizens."

~ Michelle Eubanks

South Mississippi Correctional Institution

Mississippi Department of Corrections

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Mission Statement:

The mission of the Mississippi Department of Corrections is to provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional standards.

Benefit to the Agency:

"The Mississippi Department of Corrections (MDOC) fully supports the mission of the Mississippi Certified Public Manager Program (CPM) offered by the State Personnel Board. MDOC has five employees who have successfully completed all six levels of the program to receive their Certified Public Manager certification. In addition, MDOC has nine staff members who have successfully completed their first three levels of the program to receive the Certificate in Supervisory Management. MDOC has made a commitment to the CPM program. Currently there are 29 MDOC employees who are participating in Level I - VI of the program. In addition, MDOC will host three Basic Supervisory classes for 75 employees during the first six months of calendar year 2002. The CPM program develops leadership skills in state employees with the initiative and desire to succeed. The State benefits by having a workforce trained in management skills designed to support skills that help the agency accomplish its mission. The employee benefits by developing interpersonal skills to successfully complete daily assignments that support the agency's mission."

~ Robert L. Johnson, Commissioner

Mississippi Department of Corrections

Mississippi Department of Environmental Quality

Charles Chisolm, Executive Director

History:

The Mississippi Commission on Environmental Quality is empowered to formulate Departmental policy, enforce rules and regulations, receive funding, conduct studies for using the state's resources and discharge duties, responsibilities and powers as necessary. The Commission also has the oversight responsibilities for permitting state surface mining operations. The Permit Board was created in 1973, to issue, modify, revoke or deny permits to control or prevent the discharge of contaminants and wastes into the air and waters of the State. The membership of the Commission on Environmental Quality and the Permit Board are set by statute. The legislature created the Environmental Protection Council in 1987, to study and make recommendations to the Legislature on issues concerning hazardous, non-hazardous and toxic waste management; groundwater management; and air pollution control. DEQ is governed by a Commission whose membership is appointed by the Governor. The Governor also appoints the Executive Director of the Department. The Department of Environmental Quality is currently organized into the following Offices: Office of Geology, Office of Land and Water Resources, Office of Pollution, and Office of Administrative Services.

Mission Statement:

The mission of the Mississippi Department of Environmental Quality is to safeguard the health, safety and welfare of present and future generations of Mississippians by conserving and improving our environment and fostering wise economic growth through focused research and responsible regulations.

Complying with New Regulations - Helping the Regulators and Regulated

Author: James Morris

Project Synopsis:

The Mississippi Department of Environmental Quality (MDEQ) has responsibility for implementing and enforcing new environmental laws, regulations and initiatives promulgated by federal and state government. The communication and outreach provided by MDEQ impacts the stakeholders and is of vital importance. In addition to any public notice statutory requirements, different outreach methods and combinations of methods to educate MDEQ staff and the regulated community were explored in this project. These strategies included internal training for MDEQ staff, presentations at logical entities affected by the new laws and regulations, informational mail-outs to consumers affected by the new laws and regulations, and articles/information in appropriate newsletters and other publications. The outreach strategies were utilized in the implementation of a new federal storm water regulation and were very successful. The methods used in conjunction with this specific regulation can and will be used for other outreach efforts.

Benefit to the Agency:

"The CPM program has allowed MDEQ employees to have a wide angle view and understanding of Mississippi state government through relationships built with employees of other state agencies. CPM highlighted the need for management training within MDEQ. We have realized a definite increase in the level of professionalism on the part of our managers that have attended CPM."

~ Charles Chisolm, Executive Director

Mississippi Department of Environmental Quality

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***Enhancing Communication in the 2002
Mississippi Section 303(d) List of Waterbodies***

Author: Gregory A. Jackson, P. E.

Project Synopsis:

The 2002 Mississippi Section 303(d) List of Waterbodies is a list that is compiled every two years and details which waterbodies have been identified as impaired as compared to the established standards for Mississippi's water quality. This project details the steps taken by the Total Maximum Daily Load (TMDL) section of the Water Quality Assurance Branch of the Mississippi Department of Environmental Quality (MDEQ) to improve the 2002 Mississippi Section 303(d) List of Waterbodies. The changes to the Section 303(d) List of Waterbodies are detailed in this project. Comprehensive results of the implementation of these changes will not be available until well into 2002 and 2003. However, the new listing methodology generated by this project will guide MDEQ and consumers in smart listing decisions. Speculation and decisions based on anecdotal information will be removed from the new list and all decisions will be based on credible data with statistical scientific analysis basis.

Author's Perspective:

"The real benefit I saw from my project was the generation of good ideas by my staff. Each of them contributed both through delegation of tasks and direct input of their thoughts to improve the work process."

~ Gregory A. Jackson, P. E.

Mississippi Department of Environmental Quality

Benefit to the Agency:

"The CPM program has allowed MDEQ employees to have a wide angle view and understanding of Mississippi state government through relationships built with employees of other state agencies. CPM highlighted the need for management training within MDEQ. We have realized a definite increase in the level of professionalism on the part of our managers that have attended CPM."

~ Charles Chisolm, Executive Director

Mississippi Department of Environmental Quality

Mississippi Department of Environmental Quality
Charles Chisolm, Executive Director

History:

The Mississippi Commission on Environmental Quality is empowered to formulate Departmental policy, enforce rules and regulations, receive funding, conduct studies for using the state's resources and discharge duties, responsibilities and powers as necessary. The Commission also has the oversight responsibilities for permitting state surface mining operations. The Permit Board was created in 1973, to issue, modify, revoke or deny permits to control or prevent the discharge of contaminants and wastes into the air and waters of the State. The membership of the Commission on Environmental Quality and the Permit Board are set by statute. The legislature created the Environmental Protection Council in 1987, to study and make recommendations to the Legislature on issues concerning hazardous, non-hazardous and toxic waste management; groundwater management; and air pollution control. DEQ is governed by a Commission whose membership is appointed by the Governor. The Governor also appoints the Executive Director of the Department. The Department of Environmental Quality is currently organized into the following Offices: Office of Geology, Office of Land and Water Resources, Office of Pollution, and Office of Administrative Services.

Mission Statement:

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Revising the Approval of Remediation System Installation Proposals

Authors: Lynn Svendsen Chambers and Karen Stephens

Project Synopsis:

This project was undertaken in order to reduce the technical review time for a remediation system installation proposal to less than 45 days and to reduce the financial review time for a remediation system installation proposal to less than 30 days. The problems associated with the remediation system installation proposals' reviews were threefold. There was a general lack of knowledge regarding the necessary site activities and associated equipment necessary to complete the installation activities. There was also a lack of knowledge regarding the engineer's time and the contractor's time necessary to complete the installation activities. In addition, there was a distrust of the engineers and contractors performing the installation activities. Solutions detailed in this project include: surveying the contractors and the engineering firms to gain insights for collecting the desired information, creating a form for accurately collecting the data from the remediation system installation activities, presentation of the data collection to the financial and technical staff, and tracking of the review times for financial staff and technical staff through an Access Database to determine if the review times have met the self-imposed review periods for 30 and 45 days.

Author's Perspective:

"The CPM project allowed us the opportunity to thoroughly evaluate a problem within our section. Without this project or the CPM process and practices, we may not have been able to receive concrete data that allowed our section to resolve this problem."

~ Lynn Svendsen Chambers

Mississippi Department of Environmental Quality

Author's Perspective:

"The CPM project not only allowed me the opportunity to work closely with someone within the technical section but also helped me to better understand the technical process of evaluating the work for these types of projects. The information I gained from this project has helped me to better evaluate these types of projects from a financial standpoint."

~ Karen Stephens

Mississippi Department of Environmental Quality

Mississippi Department of Environmental Quality

Charles Chisolm, Executive Director

History:

The Mississippi Commission on Environmental Quality is empowered to formulate Departmental policy, enforce rules and regulations, receive funding, conduct studies for using the state's resources and discharge duties, responsibilities and powers as necessary. The Commission also has the oversight responsibilities for permitting state surface mining operations. The Permit Board was created in 1973, to issue, modify, revoke or deny permits to control or prevent the discharge of contaminants and wastes into the air and waters of the State. The membership of the Commission on Environmental Quality and the Permit Board are set by statute. The legislature created the Environmental Protection Council in 1987, to study and make recommendations to the Legislature on issues concerning hazardous, non-hazardous and toxic waste management; groundwater management; and air pollution control. DEQ is governed by a Commission whose membership is appointed by the Governor. The Governor also appoints the Executive Director of the Department. The Department of Environmental Quality is currently organized into the following Offices: Office of Geology, Office of Land and Water Resources, Office of Pollution, and Office of Administrative Services.

Mission Statement:

The mission of the Mississippi Department of Environmental Quality is to safeguard the health, safety and welfare of present and future generations of Mississippians by conserving and improving our environment and fostering wise economic growth through focused research and responsible regulations.

"Revising the Approval of Remediation System Installation Proposals"

Authors: Lynn Svendsen and Karen Stephens

continued....

Benefit to the Agency:

"The CPM program has allowed MDEQ employees to have a wide angle view and understanding of Mississippi state government through relationships built with employees of other state agencies. CPM highlighted the need for management training within MDEQ. We have realized a definite increase in the level of professionalism on the part of our managers that have attended CPM."

~ Charles Chisolm, Executive Director

Mississippi Department of Environmental Quality

Mississippi Department of Health
Dr. F. E. Thompson, State Health Officer

Office of Personal Health Services

History:

The Mississippi State Department of Health consists of six offices. The office of the State Health Officer provides professional support and functions to agency staff at the central office and local levels. The Office of Community Health Services provides preventive and treatment services for the control of sexually transmitted diseases, tuberculosis and other communicable diseases; prevention and control services; and a statewide surveillance program to monitor reportable diseases. The Office of Health Regulation provides oversight of EMS services, special health professions, child care facilities, hospitals and nursing homes, public water supplies, inspection of food and milk facilities, and approval of on site waste water installations. The Office of Personal Health Services provides personal treatment as well as preventive and health maintenance services in the areas of child health, women's health, home-based care, maternal health, and nutrition. The Office of Administrative and Technical Support provides administrative and special support services to the agency's community health, preventive health, regulation, and other service programs at both the central office and field levels.

Mission:

The mission of the State Department of Health is to promote and protect the health of the citizens of Mississippi.

Mississippi Family Planning Expansion Project

Author: Clara B. Davis

Project Synopsis:

The Office of Personal Services has the responsibility of providing men and women with appropriate information, services and methods to determine the timing and spacing of their children. Family planning services are a critical strategy for reducing unintended and/or inadequately spaced pregnancies. This project identified barriers clients encounter in receiving family planning services; examined the link between the barriers, the weaknesses of service delivery and the high number of unintended pregnancies; and explored ways to increase access to family planning services. It was determined that it would be most feasible to explore the options available to Mississippi through a family planning waiver from the Federal government. The Mississippi Family Expansion Project was approved during the 2000 legislative budget session and will extend Medicaid coverage for family planning services for a five year period to all women of childbearing age with incomes at or below 185 percent of the Federal Poverty Level. The successful implementation of this waiver will benefit Mississippi, the Federal government and, most importantly, the clients served by the State Department of Health. As family planning providers offer basic preventive health services and counseling, subsequent pregnancies to family planning clients should be at lower risk for complication and adverse outcomes. Elective abortions in the target population should decrease. Lastly, the increased availability of family planning services will, for the clients served, help them have planned and wanted pregnancies, improve their overall health, and avoid poverty. Women who are served through the program will be able to secure all family planning services offered through the Mississippi Medicaid program with any qualified provider.

Author's Perspective:

"As the Director of the Family Planning Program, this project benefitted me most by convincing others in authoritative positions how increased access to family planning services in the State is an inexpensive prevention strategy which avoids unnecessary individual, family and societal burdens. Also because of this project we were able to address the weaknesses in the current system of delivering family planning services to the citizens of the State."

*~ Clara Davis, Director of the Family Planning Program
Mississippi Department of Health*

Mississippi Department of Health

Dr. F. E. Thompson, State Health Officer

Office of Personal Health Services

History:

The Mississippi State Department of Health consists of six offices. The office of the State Health Officer provides professional support and functions to agency staff at the central office and local levels. The Office of Community Health Services provides preventive and treatment services for the control of sexually transmitted diseases, tuberculosis and other communicable diseases; prevention and control services; and a statewide surveillance program to monitor reportable diseases. The Office of Health Regulation provides oversight of EMS services, special health professions, child care facilities, hospitals and nursing homes, public water supplies, inspection of food and milk facilities, and approval of on site waste water installations. The Office of Personal Health Services provides personal treatment as well as preventive and health maintenance services in the areas of child health, women's health, home-based care, maternal health, and nutrition. The Office of Administrative and Technical Support provides administrative and special support services to the agency's community health, preventive health, regulation, and other service programs at both the central office and field levels.

Mission Statement:

The mission of the State Department of Health is to promote and protect the health of the citizens of Mississippi.

Benefit to the Agency:

"Our agency gains two valuable things: the knowledge and skills that our employees acquire, and the relationships and "networking" they establish with personnel from other agencies."

~ F. E. Thompson, Jr., MD

Mississippi Department of Health

Mississippi Department of Mental Health

Dr. Albert R. Hendrix, CPM
Executive Director

History:

The Mississippi Department of Mental Health was created in 1974 by an Act of the Mississippi Legislature, Regular Session, as outlined in Sections 41-4-1 et. Seq. of the Mississippi Code of 1972. The statute placed into one agency, mental health, alcohol/drug abuse and mental retardation programs which had previously been under the direction of the State Board of Health, the Interagency Commission on Mental Illness and Mental Retardation, the Board of Trustees of Mental Institutions and the Governor's Office. In addition to these service areas, the Department of Mental Health is responsible for developing programs concerning Alzheimer's disease and other dementia, as also outlined in Sections 41-4-1 et seq. of the Mississippi Code of 1972. The Department of Mental Health is governed by the State Board of Mental Health, whose nine members are appointed by the Governor and confirmed by the State Senate. The Department of Mental Health is organized into three bureaus: the Bureau of Administration, the Bureau of Mental Health (includes adult community health services, children and youth services, Alzheimer's disease services, alcohol/drug abuse services and constituency services) and the Bureau of Mental Retardation.

***State of Mississippi Transitional
Employment Position***

Author: Aurora Q. Baugh

Project Synopsis:

Finding satisfactory jobs for people on the road to recovery from serious mental illness and providing the support to enable them to stay in the labor force is an extremely important challenge for mental health service providers. Because of the importance of vocational considerations for people with serious mental illness and the lack of employment opportunities for them - it is estimated that only 10 - 15% of seriously mentally ill people currently have any kind of job - the Department of Mental Health has chosen to explore the feasibility of implementing a program that addresses the problem of employment of individuals diagnosed with a serious mental illness. This project assesses whether or not a transitional employment program could successfully be implemented in the state system and ultimately lead to employment with state agencies.

Author's Perspective:

"CPM provided me the opportunity to focus on my leadership style, the leadership styles of others, and management as a cooperative endeavor. We, as civil service employees, are working toward the same mission but utilizing different methods and techniques. CPM enables you to recognize these differences, understand these differences and to be respectful of these differences. Through continued support of my agency, new and continued knowledge, and correspondence with CPM participants and instructors, I will be able to work more effectively and efficiently to provide better services to Mississippi's citizens with special needs."

*~ Aurora Q. Baugh, Bureau of Administration
Mississippi Department of Mental Health*

Benefit to the Agency:

"The CPM program provides practical skill training in how to be a governmental administrator. The people learn factual material, but more importantly, they gain experience in applying these facts to real work situations as exemplified in the development of class projects. We are proud that the Department of Mental Health has so many employees participate in the CPM program and has had employees earn the designation of model project."

*~ Dr. Randy Hendrix, CPM, Executive Director
Mississippi Department of Mental Health*

Mississippi Department of Mental Health

Dr. Albert R. Hendrix, CPM
Executive Director

History of Mississippi Department of Mental Health:

The Mississippi Department of Mental Health was created in 1974 by an Act of the Mississippi Legislature, Regular Session, as outlined in Sections 41-4-1 et. Seq. of the Mississippi Code of 1972. The statute placed into one agency, mental health, alcohol/drug abuse and mental retardation programs which had previously been under the direction of the Mississippi Board of Health, the Interagency Commission on Mental Illness and Mental Retardation, the Board of Trustees of Mental Institutions and the Governor's Office. In addition to these service areas, the Department of Mental Health is responsible for developing programs concerning Alzheimer's disease and other dementia, as also outlined in Sections 41-4-1 et seq. of the Mississippi Code of 1972. The Department of Mental Health is governed by the Mississippi State Board of Mental Health, whose nine members are appointed by the Governor and confirmed by the State Senate. The Department of Mental Health is organized into three bureaus: the Bureau of Administration, the Bureau of Mental Health (includes adult community health services, children and youth services, Alzheimer's disease services, alcohol/drug abuse services and constituency services) and the Bureau of Mental Retardation.

North Mississippi State Hospital

Paul A. Callens, CPM, Director

History of North Mississippi State Hospital:

The Mississippi Legislature through House Bill 960 passed in its 1995 session the enabling legislation authorizing the construction of a regional psychiatric hospital. North Mississippi State Hospital (NMSH), a 50-bed acute care facility, opened in April 1999, and is located in Tupelo, Mississippi. NMSH offers treatment and services for mentally ill adult men and women in the northeastern part of the state. This facility is the eleventh facility in the Department of Mental Health, joining five regional centers for individuals with developmental disabilities, one juvenile rehabilitation center, three other psychiatric hospitals and a residential center for the mentally ill. The patient's length of stay at NMSH is intended to be 14 - 21 days. Emphasis is placed on a total continuum of care, including pre-admission, inpatient, aftercare, and crisis intervention. It is the goal of NMSH to be a part of the community mental healthcare system and to work cooperatively with other service providers in positively influencing outcomes and the overall care of our patients.

Mission of North Mississippi State Hospital:

The mission of North Mississippi State Hospital is to provide the highest quality acute psychiatric care for adult men and women who live in northeast

Patient/Staff Educational Tools

Author: Helen Vance RN, BSN, CPHQ

Project Synopsis:

In light of the scrutiny given to healthcare today, it is more true than ever, "if you did not chart it, you did not do it." In the process of preparing documentation surveys by various regulatory agencies, it was noted that our documentation was not reflecting the quality care that North Mississippi State Hospital (NMSH) was providing our patients. Also in keeping with routine internal auditing, we noted that patient teaching was charted inconsistently. Verbally almost everyone reported doing patient teaching, but there was no record in the chart to demonstrate or prove what was taught. This project discusses how NMSH decided that our quality of care could be better proven if we included in the patient's chart a copy of standardized teaching tools that are used at our facility. As a result of determining the top ten most common DSM IV diagnoses, a Patient/Staff Educational tool was developed for each diagnosis. The project details the implementation of the Patient/Staff Educational tool and the results of using this instrument to improve the quality of care provided to our patients.

Author's Perspective:

"The CPM process has helped me grow into a much better manager and leader. By using the variety of skills and techniques presented during the course, I have more confidence in my ability to be beneficial to my co-workers, and therefore, the State of Mississippi. Through the combination of understanding the Myers-Briggs personality groups and the working of teams, I can coordinate more productive meetings, assignments and groups. I also have a better knowledge of my personality and management style. The first step to improvement is self evaluation and then understanding the various styles in order to have a goal to strive for. I would recommend any employee that has the opportunity to attend CPM to do so. I also want to strongly encourage all state agencies to take advantage of the CPM program. Especially as we must be ever diligent to spend money wisely, it is very important that we learn to be better managers and work more efficiently."

*~ Helen Vance, North Mississippi State Hospital
Mississippi Department of Mental Health*

Mississippi Department of Mental Health
Dr. Albert R. Hendrix, CPM
Executive Director

History of Mississippi Department of Mental Health:

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Mission of North Mississippi State Hospital:

The mission of North Mississippi State Hospital is to provide the highest quality acute psychiatric care for adult men and women who live in northeast Mississippi.

Benefit to the Agency:

"As an administrator, the CPM program is one of the best weapons I can arm my management team with to work toward our ultimate goal at North Mississippi State Hospital, to provide the highest quality acute psychiatric care for the adult men and women who live in northeast Mississippi."

*~ Paul A. Callens, CPM, Director
North Mississippi State Hospital*

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Mississippi State Hospital

James G. Chastain, CPM, Director

History of Mississippi State Hospital:

Founded in 1855, Mississippi State Hospital (MSH) opened at its current site in 1935, and is fully accredited by the Joint Commission on Accreditation of Healthcare Organizations. The hospital's main campus in Whitfield is 300 acres and includes over 90 buildings, some listed on the *National Register of Historic Places*. MSH is the largest hospital in Mississippi and the largest psychiatric facility in the United States. The hospital serves an average of 1,600 patients, residents and consumers per day through psychiatric, forensic, child/adolescent and chemical dependency services, the 479-bed Jaquith Nursing Home and Community Services programs in Jackson. MSH is a non-profit, public-funded facility.

Mission of Mississippi State Hospital:

Mississippi State Hospital, a facility of the Mississippi Department of Mental Health, facilitates improvement in the quality of life for Mississippians who are in need of psychiatric, chemical dependency or nursing home services, by rehabilitating to the least restrictive environment, utilizing a range of psychiatric and medical services, which reflect the accepted standard of care and are in compliance with statutory and

Improving Accessibility for Group Therapy at Mississippi State Hospital

Author: Paily Hughes

Project Synopsis:

This project identifies three standards which are mandated by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and how Mississippi State Hospital (MSH) complies with these standards while not losing focus of the hospital's mission. The standards are:

1. Patients have access to the appropriate type of care (CC 1).
2. When the hospital accepts a patient for entry into a particular service or setting, its decision to do so is based on the outcomes of its assessment procedures (CC 2).
3. To define patient information needed to determine appropriate care setting or services.

The intent of these standards applies to using various means to match individuals' identified needs with the organization, the valuable setting and ways to furnish the services best able to meet the patients' needs. MSH treatment teams specialize in either acute, intermediate (Intermediate Treatment Services - ITS) or long term treatment (Continued Treatment Services - CTS). This project identifies the weakness of a patient's transition from the acute care to ITS and CTS. This weakness hinders the hospital from compliance with the JCAHO standards as well as its mission of providing quality customer service. This project researches and implements an assessment tool for providing a smooth transition process for patients transferring to other teams. By utilizing survey instruments and work groups, treatment team members identified the most needed and most essential group therapies needed by the majority of patients. This process was successful in that it meets JCAHO standards as well as assists MSH in providing quality individualized services to its customers.

Author's Perspective:

"Writing my CPM project was a great learning experience and also a great challenge for me. It made me realize the true value and meaning of team work. I have gained insight on why a global view of education is desperately needed at MSH. I am glad to see that now the problems have been identified and that the hospital is working on resolutions."

~ Paily Hughes

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Orientation to Bed Utilization and Intra-Transfers for Mississippi State Hospital

Author: Ruth Turner

Project Synopsis:

The Census Management Division is a customer-driven system that integrates Mississippi State Hospital's (MSH) admission processes with the treatment and discharge processes resulting in increased facility utilization and customer satisfaction. Bed Utilization is a sub-unit of the Census Management Division. The Bed Utilization Coordinator's job is to work collaboratively with physicians, treatment teams and patients to coordinate and facilitate intra-hospital transfers. Intra-transfers are complicated and tedious at times. Newly hired physicians need training in information regarding these transfers prior to being assigned to a service/building. The physician's role in this process is essential and determines the efficiency in which transfers occur. This project identified that MSH physicians needed training and information that explains the policies and procedures used in intra-hospital transfers. The project details how the following strategies were developed and implemented. Using an orientation session and the "Guide to Intra-Hospital Transfers" brochure, physicians will receive in-service training and step-by-step directions for facilitating transfers. The use of this training strategy results in the physicians having a clear understanding of the process and being better equipped to efficiently manage these transfers.

Author's Perspective:

"The CPM process and the project have provided me a means to further my education and to meet other managers in state government. The CPM project was a challenging process, but one that was worth the effort because of what I learned. I was surprised and honored to receive the designation of a Model Project recipient. This honor made the hard work even more meaningful. I truly appreciate the opportunity to participate in the CPM program."

~ Ruth Turner

Mississippi State Hospital

Benefit to the Agency:

"We appreciate the opportunity to have many of our supervisory staff participate in the CPM program. The CPM program teaches fundamental leadership and managerial skills. The work-related projects allow the participants to apply many of the concepts and theories they learn in the program. Our agency has benefitted greatly from the CPM program."

~ James G. Chastain, CPM, Director

Mississippi State Hospital

Mississippi Department of Mental Health

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Executive Director

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The Effects of Community on the Frequency of Patient Complaints

Author: Dr. Greg Little

Project Synopsis:

Building 81 at Mississippi State Hospital (MSH) is designated to serve females with chemical addiction. B-81 is served by four alcohol and drug (A&D) counselors who are well schooled in the field of chemical dependency. These counselors develop program plans for patients assigned to them. One of the concepts taught in the recovery process is the importance of the patient focusing her attention on recovery. However, B-81 routinely has more complaints filed with the Patient Advocacy Department than any other of the patient populations, focusing on their complaints rather than recovery. Community is a modality that is used in many A&D treatment facilities to allow patients to vent their complaints or concerns in a healthy environment. This forum is used primarily for patients to solve their peers' problems with staff input being kept to a minimum. Prior to this project, B-81 only had Community one time a week for a 10-20 minute time period. This project details the implementation of Community being held two times a week for 60 minutes each time. The average number of monthly complaints prior to the study was 7.7, and the average number of monthly complaints filed during the two months of the study was .5. These numbers indicated that it would be of benefit to the patients that Community become a regularly scheduled activity for all professional and para-professional staff in B-81, and that Community be held more than one time a week.

Author's Perspective:

"Developing a community group during November and December 2000 for the female A&D unit in order to decrease the number of complaints from that building was reinforced in 2001. The first six months of 2000 that building had 46 complaints; however, for the same period in 2001 that building had 17 complaints."

*~ Greg Little, Ph.D., Service Outcome Coordinator
Mississippi State Hospital*

Benefit to the Agency:

"We appreciate the opportunity to have many of our supervisory staff participate in the CPM program. The CPM program teaches fundamental leadership and managerial skills. The work-related projects allow the participants to apply many of the concepts and theories they learn in the program. Our agency has benefitted from the CPM program."

*~ James G. Chastain, CPM, Director
Mississippi State Hospital*

Mississippi Department of Rehabilitation Services

H. S. McMillan, Executive Director

History:

The Department of Rehabilitation Services operates as a result of enabling legislation at both the State and Federal levels. In particular, the Department is the designated state agency for the administration of the Rehabilitation Act of 1973 (amended 1998), [cite]. Sections 37-3313 through 37-33-201 of the Mississippi Code Annotated (1972) establish the State Department of Rehabilitation Services as the designated state agency for the administration of the Rehabilitation Act and the component parts of the Department. The Department, as it exists today, was established by statute on July 1, 1991. The Department is composed of the Office of Vocational Rehabilitation (OVR), the Office of Vocational Rehabilitation for the Blind (VRB), the Office of Disability Determination (DDS), the Office of Special Disability Programs (OSDP) and the Office of Support Services (OSS). However, it is worthwhile to mention that each of the offices that comprise the Department has had an existence apart from the others for many years. Civilian vocational rehabilitation and rehabilitation for the blind have been in existence in Mississippi since the 1920's.

Mission Statement:

It is the mission of the Mississippi Department of Rehabilitation Services to provide appropriate and comprehensive services to Mississippians with disabilities in a timely and effective manner.

Generating Educated Managers - A Management Succession Training Plan

Author: Sharon N. Bridges

Project Synopsis:

The Department of Rehabilitation Services recognizes the need for strong leadership as we move into the 21st century. We know that in order to fulfill the mission of our agency, we must remain committed to developing and preparing our future leaders, as approximately 41% of the management staff are within five years of retirement and 25% of the team could retire immediately. To meet this management void/need and to continue to provide outstanding service to the citizens of Mississippi, this project identifies the skills needed by managers and administrators. This project details the development of management competencies, the exchange of information among current managers/administrators and the author, and the utilization of a survey instrument to identify training needs. With the information gained from these tools, a comprehensive training plan has been established. The curriculum of the training plan gives all staff the opportunity, on a voluntary basis, to participate in a self-study program to enhance their knowledge of management techniques and practices. The true measure of success of this project is the uninterrupted delivery of quality services to our customers.

Author's Perspective:

"By developing this project, I gained a new understanding of the critical need for new and prepared managers to fill the void that will be created by the impending retirement of management staff. With current budget limitations, the state will have to use new and creative methods to accomplish the goal of providing staff with the tools to enhance their leadership abilities."

*~ Sharon Bridges, Human Resources Division
Mississippi Department of Rehabilitation Services*

Benefit to the Agency:

"The Certified Public Manager Program is an innovative program that encourages participants to try new and different management techniques, thus, improving leadership skills. The CPM graduates at the MS Department of Rehabilitation Services are better equipped managers who will be the leadership of Mississippi government now and in the future."

*~ H. S. McMillan, Executive Director
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Mission Statement:

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Person-Centered Planning Committees for Vocational Rehabilitation Clients

Author: Larry J. Upton

Project Synopsis:

The goal of the Department of Rehabilitation Services' Office of Vocational Rehabilitation is to assist the disabled citizens of Mississippi to become employed and as independent as possible. Vocational rehabilitation counselors must identify services that will facilitate the employment outcome of the individual with disabilities. Many of the services can be found under the Departmental umbrella. However, there are those individuals who have multiple disabling conditions that require additional services that are not provided through the Department of Rehabilitation Services. For these clients, the counselors must seek outside help commonly referred to as extended service providers. This project explores soliciting and utilizing extended service providers to enhance services both during and after the rehabilitation process to insure the continual success of the employed individual and his or her independence. This project examines the development and use of person centered planning committees as a method of developing the most appropriate and comprehensive plan of services for each client. The implementation of the person-centered planning model resulted in an improvement in the services and options available for the client. The clients became competitively employed while working to reach their individual maximum potential.

Author's Perspective:

*"We as humans strive to exercise our free will in our lives. Person-Centered Planning Committees help achieve this goal. This process is best expressed by an epilogue from the **Outer Limit** television show that stated, 'Mankind puts on pedestal the Genius, the Athletic, the Powerful, but, perhaps if we give those less fortunate an opportunity, they too may become heroes.'"*

~ Larry J. Upton

Mississippi Department of Rehabilitation Services

Benefit to the Agency:

"The Certified Public Manager program is an innovative program that encourages participants to try new and different management techniques, thus, improving leadership skills. The CPM graduates at the MS Department of Rehabilitation Services are better equipped managers who will be the leadership of Mississippi government now and in the future."

~ H. S. McMillan, Executive Director

Mississippi Department of Rehabilitation Services

**Mississippi Department of
Transportation**

Larry L. "Butch" Brown, Executive
Director

History:

The Mississippi Department of Transportation (MDOT) was created in July 1992 as the result of legislation that was passed to enhance the efficiency and coordination of state transportation agencies. This brought together into one agency the following transportation services: the Mississippi State Highway Department, Public Transit, Weight Enforcement, Rail Planning and Safety, Aeronautics and the Office of State Aid.

With the passage of the MDOT legislation, the Highway Commission became the Transportation Commission, reflecting its expanded scope of duties. The Commission still consists of three elected officials, one from each Mississippi Supreme Court district.

Mission Statement:

The Mississippi Department of Transportation is responsible for providing a safe intermodal transportation network that is planned, designed, constructed and maintained in an effective, cost efficient and environmental sensitive manner.

***Recruitment Program for
Transportation Planners***

Author: W. Ray Balentine, P. E.

Project Synopsis:

This project outlines the implementation of a program to attract and retain a competent staff of Transportation Planners. The Mississippi Department of Transportation (MDOT) is and has historically been oriented towards the engineering profession. One of the major changes that MDOT has faced has been the greater emphasis of non-engineering professional disciplines. One group of such professionals are the Transportation Planners. These employees are a part of the Department's Planning Division and are responsible for gathering vital statistical information concerning the use of motor vehicles and fuel consumption. The data gathered is used by the governor, the state legislature, as well as other state and federal agencies as the basis for decisions such as investment patterns and the financial structure of the state's highway program. For these reasons, it is imperative for the planners to possess sound analytical skills in mathematics and science as well as be competent in current computer technology. This project proposes innovative ways to attract qualified persons to state employment. This project details the implementation of three new avenues for attracting prospective employees. In addition, Planning Division staff began to visit colleges and universities to meet with students who were interested in these positions and will also participate in the schools' Career and Recruitment Fairs. An informational brochure has been created and published. This gives MDOT a professional, accurate overview of the agency and the Division to share with prospective employees.

Author's Perspective:

"My participation in the CPM Program has allowed me to see the abundance of bright, talented people who work throughout state government here in Mississippi. There are so many people who are really working to provide excellent services. I enjoyed doing the project because it allowed me an opportunity to try an idea that was outside the "normal way we do things". The encouragement to do their projects with the interaction of others let me get several people involved. Together we were able to make an idea a reality. My project was to do a recruitment program for a group of employees for which we have a critical shortage. It has proven to be an effective effort and is already paying real-life dividends as we have been able to find and hire into some of the vacancies."

~ Ray Balentine, Planning Division

Mississippi Department of Transportation

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Mission Statement:

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***Highway Contractor Payment Tracking and
Reporting System***

Author: Steven A. Twedt

Level I - III Project Synopsis:

Lack of information sharing in large governmental agencies often leads to inefficiency and duplication of efforts. The Mississippi Department of Transportation performs the majority of its work through contracts with third party vendors. This project identifies that contracts were not being closed out in a timely manner after the completion of the contracted work and that the reason for the delay was the lack of a mechanism to share information necessary for contract close out. The delay places a financial strain on MDOT as well as private contractors. This project details the process of identifying all the information needed to close out a project as well as all the divisions within MDOT that either generate or are the personnel charged with oversight of the contracts. This not only has allowed for the identification of specific items that were causing the delay of the close out process but also a means for addressing the best way to correct or modify them. MDOT has documented a significant decrease in the length of time it takes to close out projects.

Supplemental Agreement Review Process

Author: Steven A. Twedt

Level IV Project Synopsis:

Most highway construction work in Mississippi is performed by private contractors through contract with the Mississippi Department of Transportation. It is a common occurrence for situations to arise during construction requiring additional work that is not covered by the contract. These situations are addressed by modifying the contract through supplemental agreement. The problem is that supplemental agreements can take a long time to get approved. Slow approval of contract modifications can reduce project efficiency and lead to delay claims. The objective of this project is to revise the review process for supplemental agreements to allow for a more timely response in contract changes. This project details the implementation of a review process that allows review and approval to occur at several layers concurrently.

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With the passage of the MDOT legislation, the Highway Commission became the Transportation Commission, reflecting its expanded scope of duties. The Commission still consists of three elected officials, one from each Mississippi Supreme Court district.

Mission Statement:

The Mississippi Department of Transportation is responsible for providing a safe intermodal transportation network that is planned, designed, constructed and maintained in an effective, cost efficient and environmental sensitive manner.

Author's Perspective:

"The CPM Program offers curriculum appropriate to managers in state government and provides an opportunity for cross agency interaction. Management techniques developed through CPM improve agency efficiency and productivity. The CPM Program is a good blend of management theory and practical application of management techniques."

~ Steven A. Twedt

Mississippi Department of Transportation

Benefit to the Agency:

"CPM is an effective tool that serves to hone state employees' skills and abilities to a razor sharp edge. The people of Mississippi benefit from this in the quality of services and products provided by our state. I am extremely pleased that two employees from MDOT, Steve Twedt and Ray Balentine, have been honored as model employees/students of the CPM Program and look forward to other such recognition as MDOT employees continue to enter and work through the agenda of the CPM Program."

~ Larry L. "Butch" Brown, Executive Director

Mississippi Department of Transportation

Mississippi State Tax Commission

Ed Buelow, Jr.

Chairman and Commissioner of Revenue

History:

A board of State Tax Commission was created in 1916 to remedy a situation that affected, to a growing degree, the revenues of the State which were realized from the levy of ad valorem or property taxes. This source of revenue produced the greater amount of the funds required to support the several necessary functions of state government.

The Commission continues to have a three-member commission appointed by the Governor for six-year terms. One of the members is appointed as the Chairman and Commissioner of Revenue with responsibilities of managing the agency and its 817 employees.

Mission Statement:

The fundamental mission of the Mississippi State Tax Commission is to be the mechanism through which the citizens of the State of Mississippi fund their public services.

Total Quality Management Plan, Office of Administrative Services, Processing Bureau

Author: Cindy Balentine

Project Synopsis:

Many state agencies are struggling to find ways of improving quality during this time of slim budgets. Without funding for enhancements, it is often quite difficult to make needed changes. This project explores the possibility of changing the method of depositing Title funds. This processing change takes advantage of some of the latest scanning technology without requiring outside funding. An improved deposit system could substantially enhance the quality of information received by our internal as well as external customers.

Author's Perspective:

"The CPM Program has proven to be an invaluable learning experience. Not only has CPM given me the opportunity to continue my education as a manager, it has also allowed me to meet managers from many different agencies. This networking opportunity would have never been possible without CPM."

*~ Cindy Balentine, Office of Administrative Services, Processing Bureau
Mississippi State Tax Commission*

Benefit to the Agency:

"The Commission made a decision many years ago to use the CPM Program as the core for development of its management. Through participation in the program, the Commission's managers or potential managers have been exposed to learning and networking opportunities that have enabled them to better manage within the State government framework. The required projects have forced managers to clearly define barriers to success and work toward solutions. The result has been a heightened confidence level that barriers can be overcome and that one person can make a difference."

*~ Ed Buelow, Jr., Chairman and Commissioner of Revenue
Mississippi State Tax Commission*

Office of the State Auditor
Phil Bryant, State Auditor

Department of Audit
Norman McLeod, Director

History:

Section 134 of the Mississippi Constitution, adopted November 1, 1890, created the Office of the Auditor of Public Accounts, now the Office of the State Auditor. The Mississippi Code of 1972 (Annotated) established a department of audit under the supervision of the State Auditor. 7-7-201 of Mississippi Code of 1972 (Annotated) charged the Office with comprehensive responsibilities and authority. These statutory responsibilities make the Office responsible for financial reporting of most public entities within the states, and this entails either audit, review, recording, receipt or investigative responsibility for 1,000 entities in General State and Local Government and Special-Purpose Governmental Entities. Based on the analysis of Mississippi statutes, the Office has identified and prioritized its customers to provide these services in a manner to protect the public interest: (1) citizens and the taxpayers of the State of Mississippi, (2) Legislative, Executive and Judicial branches of state government, (3) state and local governmental entities, (4) federal government and (5) other states.

Mission Statement:

The mission of the Office of the State Auditor is to serve its customers and protect the public's trust by independently assessing state and local governmental and other entities to ensure that public funds are properly received, are legally, effectively, and efficiently spent and are accounted for and reported accurately.

Resolution of Disaster Audit Backlog

Author: Mitchell Adcock

Project Synopsis:

Because federal regulations mandate that the State conduct closeout audits for disaster recovery projects funded for federally declared natural disasters, the Office of the State Auditor, the Mississippi Emergency Management Agency and the Federal Emergency Management Agency must implement procedures that allow each entity to perform its work function. This project details a process that was contributing to significant delays in the Office of the State Auditor providing its customers timely and quality services. These services often involved the customer not receiving monies within a reasonable timeframe. Procedures were identified that could streamline the process, save public funds and expedite the disbursements while not affecting the Office's primary objective of protecting public funds. The implementation of the new procedures has resulted in an estimated one million dollars becoming immediately available to local governments, approximately \$46,000 in public funds being saved and future delays being minimized in distributing related public funds.

Author's Perspective:

"How and why we do our jobs in state government should be constantly questioned. By reevaluating the job addressed by this project, we accomplished more work, saved the taxpayers money, and made a lot of people happy. "

*~ Mitchell Adcock, Director of Performance Audit Division
Office of the State Auditor*

Benefit to the Agency:

"I'm extremely proud of our Director of Performance Audit, Mitchell Adcock. As a recipient of the George C. Askew Award for Best Model Project in the Certified Public Manager program, he has distinguished himself among his peers. Mitchell reviewed the method of auditing the emergency project managed by MEMA. Because of his CPM project, our office began a renewed effort to improve the time and performance of these vital audits. The CPM program has greatly benefitted our participating employees by enhancing their management skills therefore providing better services to all state and local governments. In this instance, it has also improved our entire audit system to the delight of all involved."

*~ Phil Bryant, State Auditor
Office of the State Auditor*

City of Tupelo Fire Department
Mike Burns, Chief

Mission Statement:

The City of Tupelo Fire Department is a 86 member force whose primary mission is to provide a range of programs designed to protect the lives and property of the inhabitants of the City of Tupelo from the adverse affects of fires, sudden medical emergencies or exposure to dangerous conditions created either by man or nature.. This protection is achieved by maintaining a well trained and equipped fire control force that provides fire suppression, fire prevention and emergency rescue activities. The Department will, to the best of its ability mitigate, prepare for and respond to those in need of emergency assistance as a result of fire, entrapment, medical emergency or other life threatening situations. The vision of the City of Tupelo Fire Department is to be on the cutting edge of fire protection in the state and region, to be viewed as a progressive department, aggressively attempting to find ways to be efficient and effective, and to be a department that fears change no greater than we fear fire.

***A Hiring and Promotional Process for a
Career Fire Department***

Author: Marc Flanagan, Chief Deputy

Project Synopsis:

At the time of this project, the City of Tupelo Fire Department was facing the retirement of key personnel and other vacancies within the ranks. Municipal government departments must have written policies for the hiring of personnel and promotions within the department; however the department had no written hiring and promotional policies. This project details the process of creating policies and procedures to be used by the department for new hires and promotions. The result has been the creation of a process that is consistent for every new hire and promotion and is performance based. The process of adhering to these principles is of paramount importance for several reasons. First, it is important to be compliant with federal, state and local hiring guidelines. Second, implementing and maintaining processes that are fair and unbiased are key components of good management. Third, employee satisfaction is higher in an environment that supports processes that are above reproach from the employees. The process for new hires and promotions will be continually monitored for improvements and changes as needed. All changes to the process will be made in writing and all employees will be notified in advance of the changes. This process will be key in the department's desire to maintain a functional hiring and promotional system.

Author's Perspective:

"Writing a CPM project is an understatement. The process is more of a study and development. My project gave me the opportunity to study existing systems in governmental and private agencies and develop a more performance based system that almost eliminates subjectivity. I am not only being rewarded in the fact that my employer is using my project but other agencies have also requested copies of the project for the redevelopment of their hiring and promotional systems. The ultimate level of flattery is emulation and if other agencies can use my project then my time and effort was well spent."

*~ Marc Flanagan, Chief Deputy
City of Tupelo Fire Department*